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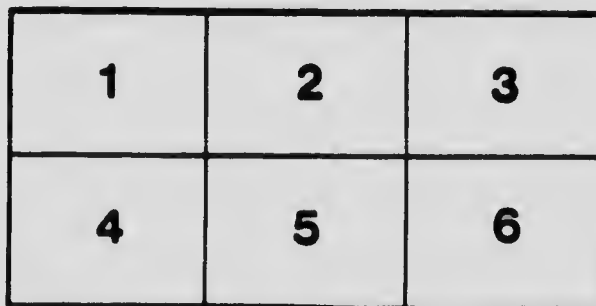
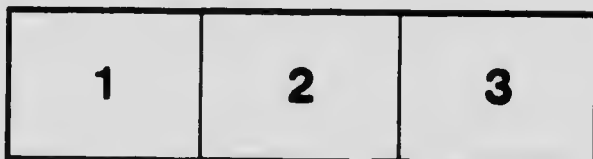
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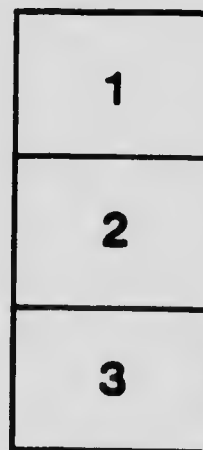
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# International Problems *and* Public Service

*Addresses by*  
The Honourable James A. Tawney  
*and*  
Mr. C. A. Magrath  
*Members of the International Joint Commission*

*Before the*  
Canadian Club of Ottawa  
*October 6th, 1915*

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## International Problems and Public Service

*(The addresses which are here printed were delivered at a luncheon of the Canadian Club of Ottawa, held at the Chateau Laurier on Wednesday, October 6th, 1915, the speakers being the Honourable James A. Tawney, of Winona, Minnesota, and Mr. C. A. Magrath, of Ottawa, Ontario, members of the International Joint Commission. The chair was occupied by Mr. H. I. Thomas, President of the Club, and there was a large attendance of members, among those present at the guests' table being the Right Honourable R. L. Borden, Prime Minister of Canada.)*

### THE INTERNATIONAL JOINT COMMISSION.

BY HONOURABLE JAMES A. TAWNEY.

To be one of the guests of the well known Canadian Club of Ottawa is an honour sincerely appreciated, and a distinction for which I am deeply grateful.

Having been actively engaged for almost four years as a member of the International Joint Commission, and as a servant of the people of the United States and the Dominion of Canada, in settling and preventing disputes between them and between their governments, I deem it appropriate to speak briefly concerning the only international judicial tribunal in the world composed exclusively of the subjects and citizens of two governments whose final jurisdiction, in the settlement of their international disputes, it is authorized to exercise. (Applause.)

No one will deny that some practical method other than war for securing and administering justice in the dealings of nations with each other would be an achievement in the world's progress, and a contribution to civilization more important, more desirable, and more humane than any other. It would conserve human life, the wealth and productive resources of nations, and it would promote universal happiness among all mankind to a greater extent now than ever before, because of the increased cost and destructiveness of war. (Applause).

To formulate a plan of procedure for this purpose, and apply it effectively in the just and lawful settlement of international controversies, is, for obvious reasons, commanding more universal attention and receiving more serious consideration now than at any time in the past. Notwithstanding this, and although the International Joint Commission has been actively and successfully engaged for almost four years in the work of finally determining important questions of difference between the people of Canada and the United States, and between their governments, little or no attention has been given to its work or to its mode of procedure, either by the press or by organizations having for their purpose the achievement of that which this commission is successfully accomplishing. Possibly the reason for this public indifference is due to our unanimous judgments in all matters thus far submitted



and determined, and to the uniform approval of these judgments both by the governments and by the people interested. ("Hear, hear," and applause).

By the treaty of January 11, 1909, between the two great English-speaking nations of the world, the first step towards the solution of the great problem of administering international justice, through a local international judicial tribunal, so far as justiciable questions are concerned, was taken when England and the United States created the International Joint Commission, and clothed it with final jurisdiction in all cases arising under articles III and IV, in respect to the obstruction and diversion of boundary waters, and under article X, in respect to any questions or matters of difference arising between the High Contracting Parties involving international rights, obligations, or interests that are referred to it, by and with the advice and consent of the Senate of the United States and the consent of the Governor-General in Council. The Commission is also clothed with full power, and by Article IX of the Treaty it is made its duty, when called upon by the two governments, to investigate and report its conclusions and recommendations on any other matter of difference arising between Canada and the United States involving the rights, obligations or interests of either in relation to the other, or in relation to the inhabitants of the other along their common frontier. In cases, however, thus referred, the conclusions and recommendations of the Commission cannot be regarded as decisions on the questions or matters thus submitted, either on the facts or the law.

Here, then, we have an international judicial tribunal which has been in actual operation for almost four years, and which has been appropriately described by a distinguished Canadian jurist, Mr. Justice Riddell, of the King's Bench, of Toronto, as "a miniature Hague Tribunal of our own; just for us English-speaking nations of the continent of North America." (Applause). But we may add that in the creation and successful administration of this international judicial tribunal, this miniature Hague tribunal of our own, we have given to the world and to the pacifists of all countries, a practical, workable plan for the establishment and conduct of the business of international tribunals of this character, if a settlement through such an agency of peace is desired, rather than by the arbitrament of war.

It is a matter of history that, although since that memorable Christmas Eve, 1814, when in the old cathedral at Ghent, the treaty of peace between Great Britain and the United States was concluded and signed, these two great nations, England and the United States, have been at peace with each other (applause); yet, during this century of peace there were constantly arising many serious international problems. Some of these problems were settled through the established diplomatic agencies of the two countries; others were determined by specially created boards of arbitration or joint high commissions. Whether settled through diplomatic negotiations or by tribunals specially created for that purpose, the time consumed, and the expense incident to their settlement, were so great as seriously to retard the material progress of the people on both sides of the boundary, and delay industrial developments calculated to promote the prosperity and well-being of the people of both countries.

Owing to the rapid increase in the population of both countries along

their common frontier, extending from the Atlantic to the Pacific, and the consequent increase in the conflict of interest both between the governments and their peoples, these international disputes or matters of difference are constantly arising and rapidly increasing. They usually involve property rights and material interests of the people of both countries, growing out of their intimate commercial and industrial relations, and out of their common right to use the waters which mark the boundary between them for several thousand miles.

It was because of these facts and physical conditions and the then existing disputes regarding the use of boundary waters, and the delays incident to their settlement through diplomatic agencies between Washington, London and Ottawa, that it became necessary for the United States and England to agree to finally settle all pending questions, whatever their nature, by some other method; and at the same time, in order that the friendly relations between Canada and the United States should not be disturbed, they provided for the adjustment and settlement of all future disputes.

It was not until this treaty was concluded and signed that there was any practical or clearly defined method of procedure for the final settlement and prevention of disputes between Canada and the United States, or, for that matter, between any two nations in the world. (Hear, hear). It is also true that under this plan the people of two nations for the first time in history are given the right to appear face to face, within the territorial jurisdiction of either country, before a tribunal having final jurisdiction in their respective countries, and there have settled, upon their own sworn testimony, the questions of difference between them affecting their property rights and their rights and obligations in relation to each other. (Applause). In this respect this international tribunal is unique. Neither before the Hague tribunal nor before any other international tribunal, when the rights and interests of the people are involved in the controversy to be determined, are the people themselves allowed to appear and be heard in their own behalf. (Applause).

Since the adoption of this plan or method of settling international disputes, it has been given a practical and thorough test, and as an evidence of its success, its practicability and its efficiency, Great Britain and the United States can proudly say to the world, as the result of the organization of the International Joint Commission, January 10, 1912, under the treaty of January 11, 1909, there have been finally settled and prevented more important disputes between the people of Canada and the United States, and between these two governments, than were finally settled and adjusted through the regularly established diplomatic agencies of England and the United States since the adoption of the American Constitution. (Applause).

It may be claimed, however, that the questions with which we have to deal are of minor importance. An examination of the records of the Commission will prove that such is not the fact. International controversies are in the main the result of conflict of interest, either between the people directly or between the governments themselves. The greater the opportunity, therefore, for conflict of interest between either, the greater the danger of, and the more numerous will be, international disputes.

What are the opportunities and promoting causes for conflict of

interest between Canada and the United States? The boundary line of continental United States and the Dominion of Canada is about four thousand miles in extent—greater than that between any other two countries in the world. About two thousand miles of this boundary is marked by water, the greater part of which is navigable. It was up the St. Lawrence and on the Great Lakes and their connecting rivers that the Jesuit priests carried the Cross as the emblem of peace to the warlike Indians, who held the heart of the American continent more than two hundred years ago; the civilization of Europe and of the East more than a century ago made its way inland and on to the great valley of the Mississippi along this same great waterway; while to-day it is the route along which pours the natural wealth of the great Northwest to feed Europe; until it has become, and is now, the busiest and most utilized water route in all the world, with a greater annual tonnage than that, combined, of the ports of New York, London, Liverpool and Hamburg. (Applause). There are more people living along the shores of this great waterway than on the shores of the Baltic Sea; more people sailing on its waters than can be found on the Mediterranean and through the Suez Canal. There is a greater and richer country tributary than borders any other similar body of water in all the world. Then, too, this most important water route of the world is international, used in common by two great nations. It is the source of the greatest water power in all America. This water power is just beginning to be developed and utilized in the industrial development of both nations, which utilization and development were heretofore impossible or impracticable because of the delays, or the failure of the two governments, through diplomatic negotiations, to efficiently protect the rights and interests of their respective peoples against injury resulting from the obstruction and diversion of these waters for power on either side of the line. This waterway is also the source of the greatest transportation in the world, except along the Atlantic Ocean; and it is also the source of the water supply for domestic and sanitary purposes of more than seven million people, and the only natural outlet for the discharge of their sewage.

These waters, being international and boundary waters, are the common property of the people of both countries, to be utilized by them under certain restrictions imposed by the laws of their respective governments. It is in the exercise of this common right of use, this joint proprietary ownership of these waters, as well as in their close commercial and industrial relations, that international disputes have arisen in the past, and will in the future arise; hence, it cannot be said that the international problems which have been disposed of by this Commission, or which may hereafter arise and be presented for disposition, are inconsequential as compared with international disputes that have heretofore resulted in wars.

As a further evidence of the importance of the international matters submitted for final determination, or for investigation, permit me to refer briefly to a few of them. The Lake of the Woods and its tributaries are boundary waters. This lake is an irregularly shaped body of water 1,485 square miles in area, with more than 9,000 surveyed islands. It derives its water supply from a drainage area of 26,750 square miles, about equally divided between the United States and

Canada, an area of water that is greater than that of New England, exclusive of Maine. For almost twenty years the obstruction and use of these waters at the outlet of the lake for power purposes, which outlet is wholly in Canada, some 75 miles from the boundary, have been the source of a great deal of irritation and complaint upon the part of the people whose land on its south shore, it is claimed, has been injuriously affected by thus obstructing the lake's outlet. Complaint has also been made by the fishing interests and by other interests. This dispute has been the source of ineffective diplomatic negotiations during all these years. In 1912 the United States and Canada referred to this Commission, under article IX of the treaty, for investigation and report, the whole question as to how to secure the most advantageous use of these waters for domestic and sanitary purposes, for navigation and transportation, for fishing and for power purposes. Since then the Commission has conducted a most extensive investigation into all of the questions involved in the controversy affecting the rights and interests of the people who are vitally concerned in the use of these waters. We have, at this time, every reason to believe that in the near future we will be able to submit to the two governments unanimous conclusions and recommendations which they will accept and adopt, and thus secure for the people of both countries the most advantageous use of these boundary waters, which are so essential to the growth and development of the country on both sides of the line, and invaluable to the people in the carrying on of their industrial and other pursuits. (Applause).

The St. Mary's River, as you know, is the outlet of Lake Superior, the greatest fresh water lake in the world. For about twelve years there was a dispute between Canada and the United States over the use of the waters of this river for the generation of electricity at the Soo. Although the Congress of the United States and the Dominion Parliament had authorized the construction of compensating works on both sides of the boundary for the diversion of these waters for power purposes, yet the question of the control of these works and the regulation of the levels of Lake Superior, the division of the waters, as well as the character and extent of the compensating works themselves, could not be agreed upon. In June, 1913, application was made to the Commission, under article III of the treaty, by the two power companies in both countries, for our approval of these works, under such conditions as we deemed necessary to protect the rights and interests of the people along the boundary on either side. In just one year from the date of the filing of these applications, the Commission finally decided both cases. As a result, this international dispute of long standing was finally settled, and the United States immediately thereafter leased to the Michigan Northern Power Company the right to use the waters on that side of the line for power purposes. This lease is for a period of 30 years, and will, during that time, yield to the United States an aggregate revenue of \$1,980,000. At the expiration of the lease the compensating works, built by the lessee at an enormous cost, will become the property of the United States. (Applause).

These boundary waters are important and valuable also for domestic and sanitary purposes. By the treaty the two governments have made their use for these purposes paramount to all others, and then provide that they shall not be polluted on either side of the line, to the injury

of health or property on the other side. The importance of this treaty provision is manifest from the fact that more than 7,000,000 people in the two countries reside along these waters, and are dependent upon them for domestic and sanitary purposes. Complaints from the people on both sides of the boundary that these waters were being polluted in violation of this provision of the treaty have resulted in the reference to the International Joint Commission, for investigation and report, of the question of whether or not the waters were being polluted in contravention of the treaty, and if so, what remedies can be recommended to prevent such violation hereafter.

In the time allowed me, I cannot go into the details of this investigation, or the results we have thus far secured, nor do I think it necessary. It is apparent to everyone, that there is scarcely any international question that could arise between two countries more important than that which seriously affects the health and property of 7,000,000 of their people. Suffice it to say that in the bacteriological examination of the 20,500 samples of water, it was found that these waters, except the Great Lakes, are being polluted contrary to the provision of this treaty, from the Lake of the Woods on the west to the St. John River on the east. The remedy for this pollution is the more serious problem, as many very large, as well as smaller, municipalities will necessarily be affected, but it is the hope of the Commission that with the hearty co-operation of those interested, we may be able to reach conclusions and recommendations as to remedies that will be reasonably satisfactory to the two governments and to the people concerned. (Applause).

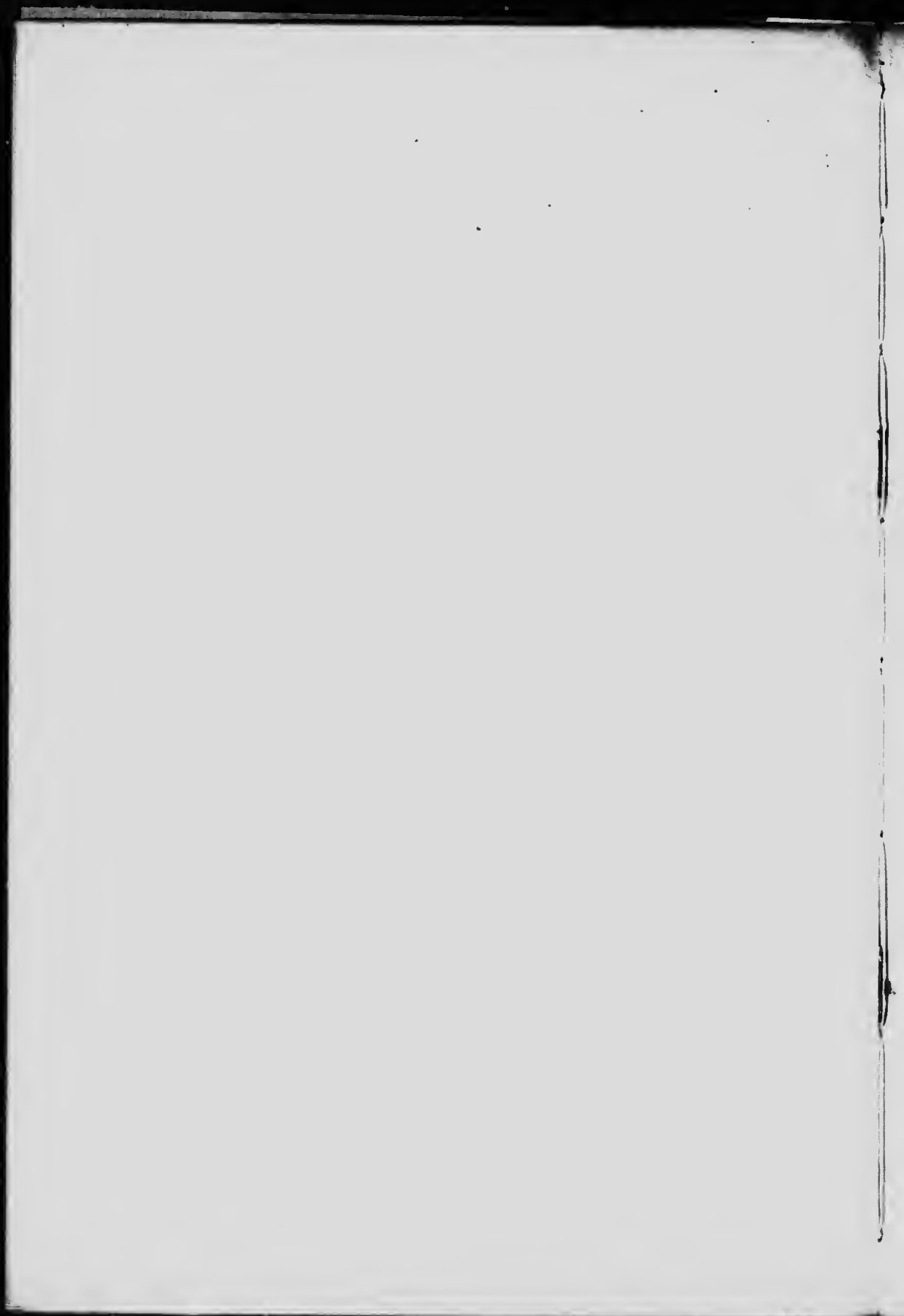
But the chief cause for congratulation is that this treaty has provided a means for frank, direct and constant relations between the two great neighbouring peoples who inhabit the greater part of the North American continent, and who must live in amicable relations to realize the ultimate ideals of their Anglo-Saxon civilization. This Commission constitutes the medium for this direct communication both between the Dominion of Canada and the United States and between their peoples. The work of promoting closer and more direct relations between these two great peoples, who have the same language, come from the same race, have the same fountain of law, the same traditions and quite similar institutions of government, as well as the same ambitions for the continued success and preservation of their respective governments, is, in fact, the work of blazing the trail for the judicial settlement of all justiciable disputes where they occur between any two great nations. (Applause).

This, too, is a work that any man may well appreciate the honour of having been chosen to perform. Personally, and on behalf of my colleagues, I express the belief that to our interpretation of the powers and duties of this Commission, and to our ability to reasonably disassociate ourselves, in its service, from our individual relations to our respective governments, may be attributed much of the success thus far attained in this international effort to create a judicial tribunal, broader than our respective nationalities, and almost continental in its jurisdiction, for the adjudication of differences that now exist or that may hereafter arise between these two great nations and their respective peoples, whether along their common frontier or elsewhere within their respective territorial jurisdictions. (Applause).

In conclusion I deem it appropriate to say that, in the formative period of the Commission, and in the first years of its work, no one contributed more to its success, or served with greater distinction and credit to himself and to both governments, than did your fellow subject, the Honourable T. Chase Casgrain, now Postmaster General of the Dominion. (Applause). He was the first Canadian chairman, and his ability and work in the organization of the Commission, and in preparing its rules of procedure, were most valuable and highly appreciated. He left the service of the Commission with the sincere regret of every member, but with their "God-speed" for his success in the exalted position he now occupies in the service of his own country. (Applause).

I thank you, gentlemen, for your kind attention. (Continued applause).

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## SOME PHASES OF PUBLIC SERVICE.

BY MR. C. A. MAGRATH.

The treaty under which the International Joint Commission operates was negotiated by the administration of Sir Wilfrid Laurier. Personally, I am very sorry that he is unable to be here to-day. (Hear, hear). We are deeply grateful that he is recovering from a more or less serious illness.

My next duty, gentlemen, is to acknowledge to my friend, Mr. Tawney, the oldest member of the Commission, the appreciation and thanks of the Canadian section for his generous tribute to our late colleague, the first chairman of our section, the present Postmaster General of Canada. We were all exceedingly sorry to lose Mr. Casgrain, and I can assure you, gentlemen, he always represented this country with rare dignity and marked ability. (Applause).

As has been explained to you by your president, the notice calling this meeting indicated that Mr. Tawney and I were to address you on some features of the work of the International Joint Commission. Well, as we happen to live several hundred miles apart, with no opportunity to collaborate, I concluded to let him have "The International Joint Commission." However, I would like the privilege of speaking in a lighter strain for a moment on the subject, and then will pass on to the one that I have undertaken to deal with very briefly, "Some Phases of Public Service."

The world has long since learned, gentlemen, that no man can live unto himself, and in recent years, through the introduction of steam, electricity and other agencies, we have discovered that no nation likewise can live unto itself. Therefore, we have international relations, and that means we must have international differences, which in turn necessitates international tribunals. That line of reasoning is based on principles enunciated many centuries ago by a gentleman named Euclid. Then, international tribunals we must have, at least until the millennium is here. It is true a few misguided individuals, both in this country and in Great Britain, have in recent years acted as if we had been living in the midst of that period of rest, peace and good-will, but I am proud to say, as the son of an Irishman, that no man with any Irish blood in his veins ever allowed himself to be humbugged into the idea that the days of fighting had passed away. (Laughter and applause).

Now, the civilized method for making provision for dealing with these international differences is by international agreements. And such agreements must be based upon that sound doctrine, the duty of man to man, to do unto others as you would they should do unto you. That is the sound attitude for men to take who are called upon to interpret and put into force such agreements.

As has been pointed out by Mr. Tawney, the international boundary waters, the immediate cause for the creation of the treaty, are a tremendous asset, in which each country is equally interested. They will be increasingly put to beneficial use as time goes on, and by two peoples



neither wanting in aggressiveness. So that it is quite evident there is a most important work for the Commission to perform in connection with these waters. It gives me very great pleasure to say that its members are sensible of the great responsibility that rests upon them, and in dealing with our problems no evidence has yet been given of any question being approached from a national standpoint.

The Commission's difficulties will be great. It will have that breeder of international trouble, commercial interests, to hold in check. In our short experience we had before us a gentleman who made a head-long plunge at the constitution of the United States of America. (Laughter). But the constitution is still there, gentlemen, the bulwark of that great nation to the north of us. On another occasion we had one who gave every evidence of a desire to give the international boundary line such a jolt that it would find itself in pieces out in the waters of the Hudson Bay. Oh! the Commission's difficulties will be great, gentlemen. It will be called on from time to time to gather up sections of the boundary line scattered anywhere between the Gulf of Mexico and the North Pole. And it will make mistakes, because its members are human. It is only angels and those engaged in politics who never make mistakes (laughter); and some people are cruel enough to suggest that their spheres of action are, may I say, antipodal. (Laughter). The Commission is still in the experimental stage. The extent to which it will develop will depend upon the extent to which it gains the confidence of the two countries, and that depends upon the members of our tribunal.

I care not how important the work of any national organization may be. It cannot be compared to that of an international tribunal occupying a position between two nations, dealing in a reasonable, common-sense way with their differences, and with no thought of national advantage. And, gentlemen, of this I feel confident, the International Joint Commission is the forerunner of tribunals somewhat similar, that will yet be rendering tremendous services to humanity. If there would be anything to tempt me one hundred years hence to revisit Mother Earth, it would be to see the extent to which this method, this civilized method, of settling international questions has developed.

We are in the midst of a great world crisis. This war, gentlemen, is no accident. It is the outcome of international methods that are unsound. The machinery of the world for the past 30 years has been gradually thrown out of gear. Throw any machinery, little or great, out of gear, and what happens? Disaster. No nation, I repeat, can live unto itself, and in recent years those that have regarded themselves as civilized, through modern facilities for interchange of trade, have been living on the same front street. How long would the business of any front street proceed harmoniously if its occupants divided themselves into groups? They must band themselves together and have some general police system. But, gentlemen, that is another story—a story that will have to be discussed by the advance agents of the millennium. Therefore, I do not think I need take up any more time with it at present.

I will now pass on to "Some Phases of Public Service." By the

expression "public service," I not only mean a great national service—a great civil service—but a service to the nation by the public, or at least by those members of it who regard themselves as good citizens.

As the time at my disposal is very limited, I will but briefly touch on a few features of my subject.

First, let us look at that service to the State by those commonly referred to as politicians. We have a very large number of men in public life. For my own part, I think we are over-governed; but our representatives, so far as my experience goes, are, on the whole, a good class of men, notwithstanding the criticisms levelled at them. But the party system under which they operate is, in my judgment, full of weaknesses; and as for the party strategy, gentlemen, it is abominably bad. That is my view. (Applause).

For instance, one political party will undertake to say "The sun is shining," and incidentally, as we know, it will consume the good part of an afternoon in announcing that fact. The opposition will immediately add a rider to a fact which any blind man on the street knows to be true, from the strength of the solar rays. (Laughter).

Glance for a moment at the literature issued by both political parties. I believe I am justified in saying it is largely piffle, and of the worst kind. Its main feature appears to be to belittle the members of the other party. May I draw a comparison from the business world. Take any two houses in Ottawa engaged in the same line of business. Both very properly use the press freely, telling the public what they have to offer. They do not engage in abuse of each other, or in decrying each other's goods.

The two political parties—wherever the party system exists—almost exhaust themselves in heaping calumny on the heads of each other, both through the press and on the platform. That policy has kept many of our very best men out of public life.

A doctrine of political partyism that is absolutely bad is that which demands that the weather eye shall always be fastened on the next election. Public men must not breathe in the same direction twice in case it loses a vote at next election. Too much running to men in public life with the suggestion, substantially, "You may take chances with the taxes of the people, and possibly with the honour of the country, but on no account do any such unholy act as to take a chance with the life of the party." The writing on the wall is clear, but party strategy will not permit its being read. It is clear that the sole function of government is to do the people's business in a business way until the next election, and the people will attend to that themselves. (Applause).

The reference would be incomplete if we did not look for an instant at the attitude of the mass of the people in the selection of our public men. Elections are brought on and vast numbers take no interest in them, not even going to the polls to vote. Many, with a "holier than thou" attitude, regard themselves as being too clean to take an interest in the politics of the country. Now, there is one of our real troubles.

The mad race for wealth in recent years appears to have confused the vision of the people. Frequently we hear our public men being abused from the pulpits and elsewhere, when those doing the preaching

should look into the faces of their audiences and tell them a few plain truths affecting their own public integrity; tell them that if public life is at low ebb, they are responsible, as they are units in the State, and that there are other functions than making money, paying taxes, and contributing, even handsomely, to election funds.

This world catastrophe is, however, awaking men to a sense of their responsibilities to the State. And in the new era following the war, we shall find men accepting a higher standard of citizenship, where before, some at least, seemed to think the only function was to amass wealth, while that occasional lonely individual with ideals was looked upon as more or less of a freak.

I will now pass on, gentlemen, for a moment to the Civil Service. May I lay down this axiom—that Canada never can expect to make any sound progress on the road to real greatness until we realize the necessity of having a great public service. And that is not to be built up in a year nor in ten years. It is a question of a generation or even longer. It means the laying down of some broad skeleton plan, to be followed in the upbuilding of that service. For what purpose? To give Canada a group of men engaged in her service with a section prominent in research work, men capable of working out the economic needs of development problems that must from time to time confront a young country possessed of the natural resources of Canada. A group of men that Canada could place in front of a similar group from any other country, and in whom we would feel a justifiable pride. Now, that is an ambition worthy of any people.

It is gratifying to find the economic need of the proposed Georgian Bay Canal being studied. But associated with work of that character there should always be some men prominent in our civil service, in order that the training and education obtained in dealing with complicated problems may not be lost to the State. No matter how efficient men may be when taking hold of large and important investigations, the experience obtained therefrom will always make them much more efficient for their next great task. But if investigations are to be carried on entirely outside of our service, and possibly by never using the same group twice, it must be quite evident that there will be both great waste of energy and a lessening in efficiency.

Canada certainly has been courageous in undertaking vast public works. In our recent days of plenty, the air was full of projects, some more or less fantastic, but with advocates seriously pushing them forward. There was one, however, that was overlooked, possibly because there are no constituencies scattered along the route, and that was a rapid transit scheme for wheat from our west to Europe, by way of a tunnel driven down through the earth's crust direct to Liverpool, through which wheat would shoot when the earth revolved, leaving Liverpool underneath. (Laughter). Surely it must be obvious to us all that Canada needs trained and skilled men in her service capable of quickly separating the grain from the chaff.

It is with much pleasure I admit that we have some able technical men, but they are like so many loose ends in the service. We have departments duplicating work with little or no co-ordination. And as for statistical work, with one or two exceptions, we are exceedingly

weak. A few years ago, in speaking to one of the great men in the British Empire, a man who did much for Egypt, his theme was statistics. He said, "Build up a great statistical service in Canada," and with a smile added, "They say figures will prove anything, but you cannot do very much business without figures."

Probably the greatest world work performed by any nation is that by Great Britain in India. How was it effected? By organization. The Indian Civil Service is one of the greatest, if not the greatest, in the world. There is some honour in being a member of that service; twelve or fourteen hundred Britishers with native assistants governing over two hundred millions of people. Our civil servants cannot organize themselves into a great service. It must be planned and worked out by the Government, and, as I have suggested, there must be an important place in it for the scientific man. There is a nation in Europe giving us a vast amount of trouble to-day that recognised that fact long ago, and it has produced results of great benefit to that people. In referring to our service it seems sufficient to point out that very few of our deputy ministers have in the past been from promotions within the ranks. The plums—if they are to be so dignified—have not been falling to men whose life work has been in the service. Gentlemen, that indictment is sufficient to place the seal of inefficiency on the service, and it is not the fault of the civil servants.

There is a service to the State which these abnormal war conditions have been forcing rapidly to the front, and which might be termed the new method—the use in an honorary capacity of successful men of affairs; men who have acquired the habit of doing big things in a big way. In short, fertilizing the public service through the use of men of large affairs. That policy has been in a manner adopted by our Canadian Government, but it seems to me it could be used to a greater extent. To-day the British Empire is passing through a great national crisis. We believe there are principles involved in this struggle that mean much to humanity. To me there appears only one way to meet a situation that endangers the life of the nation, and that is to quickly mobilize the country's entire man force—not to dump them all into uniforms, but to place each man where he can do the most effective work under the circumstances.

There are very many who through age and other causes are unable to enlist, but who are anxious to do something. A door should be opened to those men for voluntarily registering their names. Then they could be classified and made available throughout the country for many services, both now and after the war.

And now to close these rambling remarks, gentlemen. I never talk to anyone for the pleasure of talking, and I would like you to carry away some one thought. There is a tendency amongst us all to scoff at the man who is frequently called an idealist. I ask you never to discourage men in the advancement of views that seem to you as visionary, because they may contain germs of thought which may develop into more practical shape in the minds of other men. We look at an intricate piece of machinery, and are apt to say that the man who produced that was a genius, when, as a matter of fact, his genius was in assembling and developing ideas of others, adding thereto some of his own.

And speaking of geniuses, the genius that renders the world the greatest service is that which is denied to few—the capacity to take infinite pains.

I am aware that it is unsound for those idealists to get too far in advance of the procession. However, after the passing away of this world catastrophe, we shall enter into a new era, when the procession of advanced thought will be found moving forward rapidly, and when men will be more conscious of the fact that:—

“Life is a mirror of King and Slave,  
’Tis just what we are and do;,  
Then give to the world the best you have,  
And the best will come back to you.”

(Loud applause).

